

Outline of a possible cooperation

Report from a mission to the National Statistical Institute of Mozambique and the
Ministry of Agriculture and Food Security, Maputo, Mozambique

04 – 12 May, 2015

within the frame work of the

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

between

INE and Scanstat

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Report from a Fact Finding Mission to
Ministry of Agriculture and Food Security in Mozambique

Maputo, Mozambique

4 – 12 May, 2015

by

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Report from a short-term mission to the MASA, Mozambique

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Abbreviations

CAP	Census of Agriculture and Livestock (Censo Agro-Pecuário)
CAPI	Computer Assisted Personal Interviewing
DE	Directorate of Economics
DNSA	National Directorate of Agricultural Services (Direcção Nacional de Serviços Agrários)
GSBPM	General Statistical Business Process Model
IAI	The Integrated Agricultural Survey (Inquérito Agrária Integrado)
INE	Instituto Nacional de Estatística (National Institute of Statistics of Mozambique)
INCAF	Inquérito Contínuo aos Agregados Familiares (Continuous Household Survey)
IOF	Inquérito sobre Orcamento Familiar (Household Budget Survey, module of INCAF)
MASA	Ministério de Agricultura e Seguranca Alimentar (Ministry of Agriculture and Food Security) (formerly Ministry of Agriculture, MINAG),
MSU	Michigan State University
NSDS	National Strategy for Development of Statistics
NSS	National Statistical System
PARPA	Action Plan for the Reduction of Poverty (Plano Estratégico de Desenvolvimento do Sector Agrário)
PEDSA	Strategic Development Plan for the Agriculture Sector (Plano de Acção para Redução da Pobreza)
PDEA	Strategy for Agricultural Statistics 2012-2022; A ten-year master plan for agricultural statistics for Mozambique – (2012 – 2022) (Plano Director de Estatísticas Agrárias)
PES	Social and Economic Plan (Plano Económico e Socio)
PIM	Project Identification Mission
RBM	Results-Based Management
SADC	Southern African Development Community
ScanStat	Consortium consisting of Statistics Sweden, Statistics Norway and Statistics Denmark that has been working with INE Mozambique since 1998
SCB	Statistics Sweden
SEN	Sistema Estatístico Nacional (NSS National Statistical System)
Sida	Swedish International Development Cooperation Agency (Asdi)
SNA	System of National Accounts
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA	Technical Assistance
TIA	The Annual Agricultural Survey (Trabalho de Inquérito Agrária)

1 Resumo em Português

A missão inicial foi realizada ao longo de sete dias, entre dias 4 e 12 de Maio de 2015. O objetivo da missão foi avaliar as possibilidades de conceber um projecto de cooperação entre o Instituto Nacional de Estatística da Suécia, SCB, e do Ministério da Agricultura e Segurança Alimentar, MASA, dentro do Sistema Estatístico Nacional (SEN) para fortalecer a capacidade técnica de MASA na produção e divulgação das estatísticas agrícolas. Isto como uma extensão do suporte de modernização em curso no Instituto Nacional de Estatística de Moçambique (INE), o coordenador do SEN.

Vários membros da equipe MASA mencionaram que a discussão dum projeto de cooperação com a Estatística da Suécia acontece no momento certo. As necessidades de capacitação estatística são grandes.

1 Summary in English

The fact finding mission was carried out over seven days, between 4th and 12th May, 2015. The objective of the mission was to evaluate the possibilities to design a cooperation project between Statistics Sweden and the Ministry of Agriculture and Food Security, MASA, within the National Statistical System (NSS) concerning strengthening the technical capacity of MASA in producing and disseminating agricultural statistics, as an extension of the ongoing modernizing support to the National Statistical Institute of Mozambique (INE), the coordinator of the NSS.

Several members of MASA staff mentioned that the discussions of a cooperation project with Statistics Sweden took place at the right time. The needs for statistical capacity building are huge.

Mission findings concerning the current situation

Management at MASA and INE are dedicated and committed to move agriculture statistics forward.

There is a strong need for further support to the agricultural statistical system in Mozambique.

A ten-year Master Plan for the development of agriculture statistics 2012 to 2022 was adopted in 2012. The plan contains several reasonable suggestions for improving the statistics. Unfortunately, not much has been implemented so far.

There are weak links between users and producers also of agriculture statistics. Further, a rather fragile coordination between producers of agriculture statistics makes it difficult for the users to use statistics right off in their analyses, as there is not clear evidence of when statistics are official and final. Different data covering the same indicators are sometimes produced. Another difficulty for the users is the evident lack of timeliness. Data produced is often disseminated too late to be really useful for policy making.

MASA and the NSS have shortages of trained staff in key areas (sampling etc.) and there are also difficulties to engage external short-term consultants as there is a lack of resources. Although there have been external consultants available to MASA little transfer of knowledge seems to have been made since the mid 1990-ies when Statistics Sweden and MASA ended a long-term cooperation project.

The mission conclusions concerning areas of possible cooperation

As a second mission, a project identification mission (PIM) concerning designing a possible cooperation project between MASA and Statistics Sweden, is proposed to be carried out. Sida will decide on such a mission based on their evaluation of the findings made during this fact finding mission.

Below some preliminary ideas regarding areas of cooperation are suggested. The main objective of a cooperation project should be sustainable capacity building, with a tentative wording; “Mozambique produces reliable and timely agricultural statistics in a sustainable way, used for evidence-based decision-making, monitoring and evaluation”.

The idea is to implement an efficient statistical production process by reforming:

- Users contacts (demands, training)
- Organisation
- Content
- Methodology

For all reform areas co-ordination is a success factor in order to achieve sustainability. It will be necessary to start with the basics, with respect to the human resources capacity building and the limited financial resources. Training is one important component, where on-the job training ought to be the main method.

Preliminary findings indicate that the project proposal would aim at a long-term project, first phase 4-5 years, in line with the ten-year master plan and the new Swedish cooperation strategy, including:

- At least two long-term consultants
- Several short term missions
- Project start during second half of 2016

Furthermore, the establishment of a fund for infrastructure investments, including contributions from Sida, would be of great importance to accompany the technical assistance. The project is proposed to be designed in accordance with a results based management (RBM) approach.

2 Background

The Ministry of Agriculture and Food Security in Mozambique (Ministério de Agricultura e Segurança Alimentar), MASA (formerly MINAG), approached the Swedish Embassy in Maputo in September, 2014, requesting support for long term institutional cooperation with Statistics Sweden (SCB) to strengthen the institutional side of the statistics production at MASA and the coordination with SEN in all parts of the statistical capacity building process. It can be noted that Statistics Sweden worked in a Sida project at MASA between 1989 and 1996. During this period a majority of the current statistical instruments (as for example the Annual Agricultural Survey, TIA) were set up.

However, the actual main international partner to MASA on the statistical side is FAO and Michigan State University. FAO had elaborated a project document outlining how to start up implementation of the Strategy for Agricultural Statistics 2012-2022, the Ten-year Master Plan (PDEA). One issue is how to coordinate with FAO as efficient as possible. Most likely, there could be efficiency gains in letting FAO and SCB work side by side requiring well-coordinated preparations and dialogue.

The needs for improved agricultural statistics are huge; it is most relevant for the Swedish cooperation policy with Mozambique. The overall aim for the institutional cooperation would be to support the implementation of the ten-year master plan 2012-2022 with a focus on long term capacity development.

Statistics Sweden expressed interest to investigate whether a cooperation project with MASA could be feasible. In this regard a fact finding mission took place in May 2015.

The objective of the mission was to assess the possibility of establishing a strong long-term cooperation between MASA and SCB and, if feasible, continue with a second mission, a project identification mission, after approval of the Embassy/Sida, to outline a proposal for such a project. The purpose of the first step, the fact finding mission was to establish the first contacts and to evaluate the preconditions for cooperation. Both the fact finding mission and the PIM-mission fits well in the ongoing modernizing efforts that are running at INE. The idea is to reinforce the view of the NSS as a unified system working hard to promote national development by providing the data necessary for evidence based planning.

For the Terms of Reference of the mission, see appendix 1.

3 Mission objectives

The overall objective were to make a general assessment of the state of development of agricultural statistics within the National System of Statistics in Mozambique, identifying needs and assessing the existing statistics in relation to the identified needs in order to evaluate the possibility to design a project with a time span of 3-4 years focusing on what actually can be done to strengthen the statistical capacity of MASA and its users within the NSS of Mozambique.

The specific objectives of the mission were:

1. Do a strategic analysis and assess the situation regarding agricultural statistics and food security information in the country using previous work and documentation done by MASA and others, by:
 - (i) Identifying the main needs regarding agricultural statistics, in data, periods and data usage;
 - (ii) Evaluate and give a “second opinion” on the possible constraints seen in the implementation of the PDEA;
 - (iii) Identify existing resources, capabilities and possible synergies with FAO and other national and international partners, as well as the limitations and problems hampering the production of timely statistics of quality. And relate that to a possible support project.

2. Identify areas of possible cooperation between Sweden and MASA in the area of statistics by:

- (i) Assessing the needs for improving agricultural statistics established above
- (ii) Relating this to the capacity of Sweden to assist in designated areas

4 Activities

Activities conducted during the Fact Finding Mission, were mainly meetings with management and staff in different directorates at MASA in Maputo. Other institutions visited were the National Institute of Statistics (INE), the FAO, the University of Eduardo Mondlane, representatives of the Michigan State University (MSU) and the Ministry of Economics and Finance.

One meeting were held with representatives from Sida at the Swedish Embassy, in the beginning of the mission.

The draft work program is presented in Appendix 3.

Several documents were also used as reference material (see Appendix 2).

5 Current situation and needs

5.1 Importance of agriculture statistics in Mozambique

Agriculture is the main source of employment and family income for the majority of the Mozambican population (80% of the households are involved in the sector) in the rural, semi-urban and urban areas in Mozambique. But the agricultural sector only contributes to 22% of the Gross National Product (GNP).

The size and significance of agriculture in Mozambique means that relevant and accurate statistics and information about the sector is very important for the decision-makers in their strategic planning for the sector. The only way to alleviate poverty quickly (but probably not permanently) is to increase the agricultural yield for the rural agricultural household units.

As said in the 10-year Master Plan for Statistics; huge amounts of statistical data and information on all aspects of the agricultural sector and rural population are required to elaborate the development processes in the country. Timely and high quality data produced within the NSS is required to monitor and evaluate the Action Plan for the Reduction of Poverty (PARP) and the Strategic Development Plan for the Agriculture Sector (PEDSA). INE is aware of this and in particular, agricultural data and information are required to:

- underpin the planning processes;
- compile national accounts;
- inform public policy analysis, debate and advice;
- observe sector performance;
- monitor and evaluate the impact of policies and programmes; and
- enlighten the decision-making processes.

The private sector and farmers also require timely and accurate data for various investment and marketing decisions, e.g. agricultural inputs, prices and marketing information.”

Furthermore, according to the current Strategy for Agricultural Statistics, the Ten-year Master Plan 2012-2022, key requirements for agricultural statistics include the following.

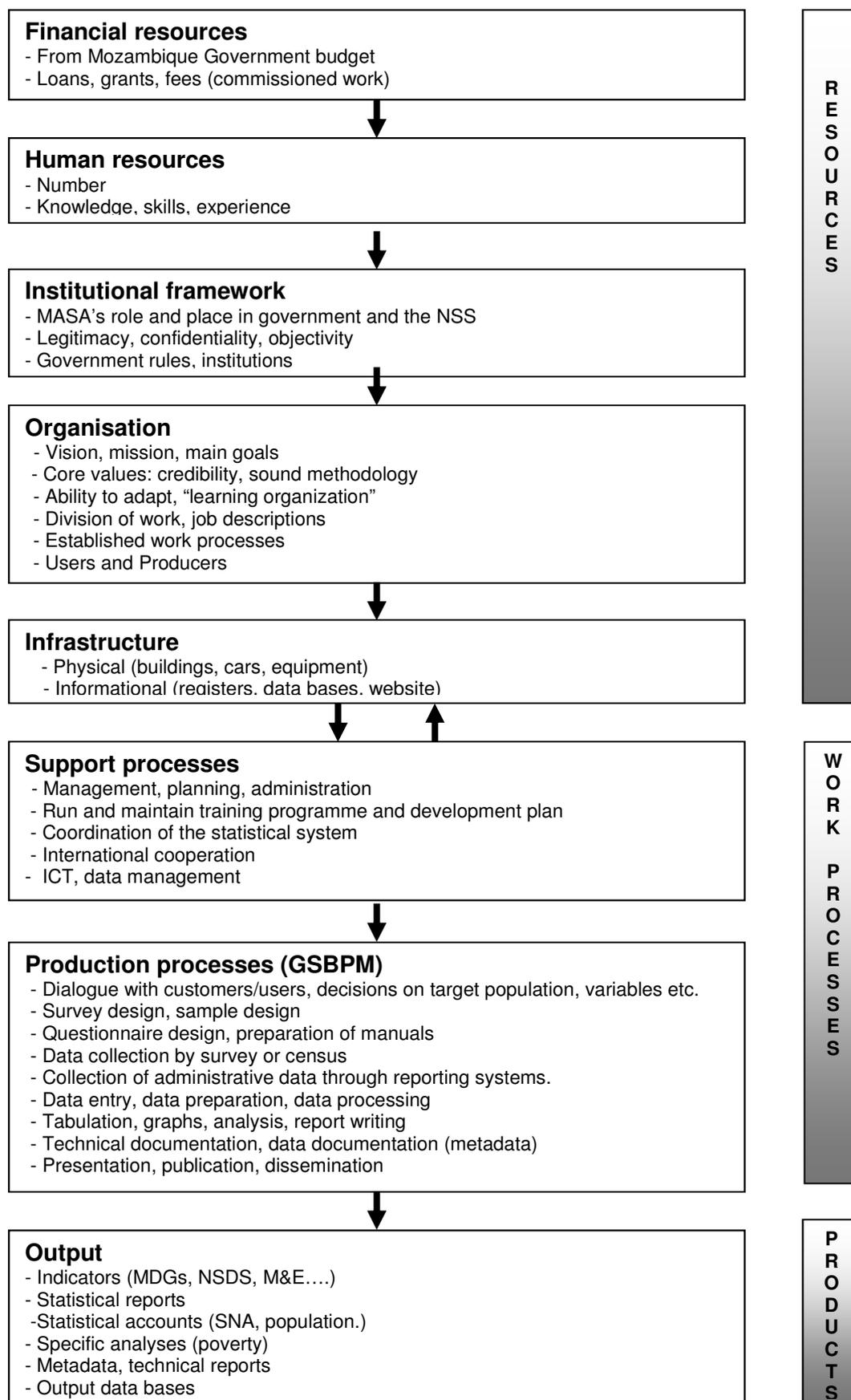
- (i) To monitor progress with high-level national strategies, especially the Action Plan for the Reduction of Absolute Poverty (*Plano de Acção para Redução da Pobreza - PARP*); and the Social and Economic Plan (*Plano Económico e Socio - PES*); plus the agricultural indicators to monitor targets identified under the Strategic Development Plan for the Agriculture Sector (PEDSA) which include: area cultivated, productivity (yield rate); the growth rates of agriculture; the proportion of total agricultural output that is marketed; the proportion of total value added of agriculture that is exported, the proportion of households with land titles of agricultural production; and the proportion of household with general land titles.
- (ii) To monitor indicators and progress with sectorial strategies, especially the recent Rural Development Initiative.
- (iii) To report on progress towards international agreements and goals that Mozambique has signed up to, especially the Millennium Development Goals (MDGs).
- (iv) To support the development of appropriate agricultural policies to promote growth, job creation and poverty reduction;
- (v) To support the day-to-day implementation of agricultural policies, programs and projects.
- (vi) To provide information to farmers, traders, inputs dealers, agricultural processors and other participants in different agricultural related markets, to support effective investment decisions;
- (vii) To monitor food security and to provide the information to support interventions where required.
- (viii) To provide information generally to allow the public at large and other organizations to participate more effectively in the agricultural development debate.

5.2 Strategic analysis and assessment of the situation regarding agricultural statistics and food security information

The assessment aims at analysing the current situation by looking at MASA, INE and the statistical system through the three aspects of *resources, work processes and products* (see figure 1). This section is also an overview of existing capacities, resources and limitations.

As this was a short fact finding mission the consultants did not have enough time to investigate all aspects in detail. Therefore the assessment will be further investigated in a possible Project Identification Mission (PIM), tentatively in the third quarter of 2015.

Figure 1: Assessment framework - products, processes and resources at MASA



Financial resources

Government budget. There are often delays in the budget disbursements from the government which hampers efficient execution of the MASA mandate (as well as other public institutions).

The Government of Mozambique has not yet increased the recurring budget of MASA to give MASA enough resources to run its statistical operations efficiently. The budget disbursements from the Government are sometimes not available for MASA until May, which makes it difficult to carry out any kind of field work during the first quarter of the year, which is the most intensive part of the agriculture year.

Loans, grants, fees (commissioned work). As a consequence of insufficient and timely government budget, MASA is partly dependent on projects funded by international organisations for many activities. However, to ensure sustainability in capacity building and evidence based policy making it is important for the Government of Mozambique to show a higher interest in the production of statistics and gradually finance a larger share of the recurring costs and activities undertaken by MASA. This includes also necessary investments in infrastructure.

Human resources

Number. The number of skilled staff at MASA are still inadequate and the Ministry is partly dependent on external consultants for survey management. Unfortunately, several of the consultants only work at MASA for a brief period of time and the long term capacity building becomes modest. The bulk of the surveys are carried out primarily by MASA, though some with technical assistance from MSU and other international consultants. To take on board all survey and census activities the number of skilled staff at MASA is, however, not sufficient.

Knowledge, skills, experience. MASA lacks trained staff in several key areas. The main reason is difficulties to find people with the right competence. A rather small group has good knowledge, skills and experience and seem dedicated to the task and work hard. For some highly technical areas there is a lack of skilled staff, e.g. questionnaire design, sample design and ICT. Some of these areas could maybe be shared with the INE. But there are also insufficient skills in analysis and report writing, which should be done by the subject matter directorates of MASA. Possibly also data processing, i.e. data entry, editing and coding; and development of data checks, controls and cleaning, need to be further developed. An option is to investigate whether this could be done at a national scale.

Exactly how the situation looks like, concerning things like lack of skilled staff per technological area and production process is something that has to be explored during the Project Identification Mission.

Also the number of professional and administrative staff has to be identified. Extensive training is needed for many staff members. Training facilities need to be explored.

What possibilities there are for MASA to find skilled staff within the National Statistical System and how to cooperate with Universities in Maputo and the

INE National Statistics School concerning training and access to graduated people have to be further investigated.

Institutional framework

The Statistics Act (Law No. 7/96) bestows on INE the responsibility for the collection, production and dissemination of official statistics in the country. The Ministry of Agriculture (MASA) is delegated to produce and publish official agricultural statistics in its various directorates and agencies although some statistical programmes are jointly organized and conducted by both INE and MASA.

INE, according its instructions, should start to undertake regular statistics audits of its delegated institutions; ascertain that sufficient capacity exists; backstopping the institutions whenever necessary, and ensure that accepted methodologies and instruments are used to collect data, and, that the statistics produced by these institutions are brought to INE for approval before they are published as official statistics; this does still not function well enough. A way of enforcing the law is the planned implementation of a system of certification of the products that are included in Official Statistics. INE is also undergoing an extensive modernizing project aiming to secure that the NSS in a timely way is responding to new challenges in its environment. The project has started by training INE staff on the ideas of GSBPM and is gradually expanding to include both the provincial offices and the delegated institutions. The first delegated institution chosen for this initiative is MASA.

Regarding the general Structure of the Statistical System at MASA the following can be said:

- Apart from the two conducted agricultural censuses (Censo Agro Pecuario, CAP I and CAP II), which have been jointly organized and carried out by INE and MASA (formerly MINAG) the main sources of agricultural information are concentrated within the MASA.
- The two main directorates producing agricultural statistics at MASA are the Directorate of Economics (Direcção de Economia - DE) which is responsible for the TIA-survey; and the National Directorate of Agricultural Services (Direcção Nacional de Serviços Agrários - DNSA) having the Aviso Prévio (Early Warning)-survey.
- The Directorate of Economics has the formal mandate to coordinate all the statistical activities within the Ministry of Agriculture and the subordinate institutions, but at this stage this function is only partially accomplished.

A graphical presentation of the Structure of the Statistical System at MASA is shown in appendix 5.

Legitimacy, confidentiality, objectivity. The statistics within MASA are produced within the framework of the National Statistical System (NSS) and its Strategic Plan. For an institution within the NSS it is essential to be autonomous and able to act independently. As mentioned above, the Statistics Law establishes INE as semi-autonomous. Following that also the official statistics produced by MASA should be produced according to the rules of the NSS and be autonomous, independent and objective.

A confidentiality paragraph is stated in the Statistics Law. The Statistics Law needs, however, to be reviewed regarding some aspects. The role of MASA as statistical producer within the national statistical system should be clearer. Which statistics should be regarded as official statistics must be defined.

Government rules, institutions. In general the salary within the government sector is low. The low salaries at MASA cannot compete with NGOs and the private sector, which implies a risk for “brain drain” of MASA. The procedure for the late decision on the budget also means that agricultural field work is difficult to perform during the first and second quarter of the year since the financial resources are not yet available.

Organization

Vision, mission and goals. The vision and goals of MASA’s statistical production derive from the INE and the Statistics Law. Furthermore, the Parliament and Government of Mozambique define the organisational structure of MASA. The organisational chart of MASA is attached to the report as Appendix 4.

Core values: credibility, sound methodology. The credibility of MASA as the leading institution of official agricultural statistics appears mixed. The collaboration between MASA and INE as the coordinator of the NSS should be strengthened. Presently the main part of the surveys is fully conducted by MASA staff. However, there is still need for reviewing the methodology regarding the surveys. In some cases, particularly for big surveys and censuses MASA historically cooperates with INE and international consultants in matters of methodology. For the statistical system as a whole there are no stated national guidelines for the compilation of methods and standards except the certification guidelines, having an impact also on the production of agricultural statistics.

Division of work, job descriptions. The Ministry is a line organisation. As the number of skilled staff is few, all the planned work in a directorate may not be carried out; the staff members work where required. MASA will need support in organizational development, e.g. to identify competence gaps for the preparation of a long-term training plan, to ensure a sustainable capacity building and develop a well-functional organisation within the NSS with specialized experts in agricultural statistics and a clear picture of where resources can be fetched from elsewhere within the NSS.

Users and Producers

It seems that there are weak links between producers and users of agricultural statistics, especially for users from outside of MASA. Further, a weak coordination between producers of agricultural statistics makes it difficult or impossible for the users to use statistics from different sources in their analyses, as the statistics originally have been produced for different purposes and metadata is not always as clarifying as it should. The lack of coordination is particularly serious in such areas as poverty analysis, national accounts and business register where statistics from many different sources are needed. Creating a user-producer forum is probably an essential step to develop the agricultural statistics.

Infrastructure

Physical infrastructure is rather weak, the old office building was destroyed by a fire some years ago and MASA is now accommodated in a temporary building. A new MASA headquarters is being built and is expected to be inaugurated next year. Office space is a setback; there is not enough space to accommodate all staff in an efficient manner in the present building. The new premise for the staff will hopefully be a huge step forward.

A computer network (LAN) serves the premises in Maputo but does not include the provincial offices. For the provincial offices (and even worse in the district offices) almost everything is lacking, secure premises, transportation means, IT-resources - such as servers and computers and internet connections to headquarters in Maputo.

Informational infrastructure is weak. Databases for data from the surveys and censuses are prepared by individual projects at various directorates. CSPro is mainly used for data processing and the data can be transmitted to different software such as SAS, SPSS, STATA and Excel. Upgrading of ICT-programs to new versions is costly and cannot always be done in a planned manner. Upgrading must often rely on external funding i.e. when new surveys are supported by international organizations. The website needs to be updated - turned into a dynamic website and regarded as the main dissemination channel (or alternatively migrate to the INE website). The best information on agriculture is now probably available at the FAO site CountrySTAT. The Intranet should also be developed and extended to the provincial and districts offices to be able to serve as the main internal information channel.

One advantage is however that data already now is collected using laptops in a field based data entry approach. Data in the Agricultural Census was processed with the help of computer assisted personal interviewing (CAPI). Field based data entry gives possibilities to clean data in already in the field and should speed up the process of analysing data. This means that there are prerequisites for working with speeding up timeliness and improving quality in the later stages of the process.

Support processes

Management, planning, administration.

Both INE, as the coordinator of the SEN, and MASA understand the needs to implement the master plan (see below) for agriculture statistics. The top agricultural statistics management team of MASA are dedicated and committed to move the statistics at MASA forward.

The agricultural statistics production was up to 2011 scattered between several Directorates, see Appendix 4 for the organisational structure. However, as the organisation is newly set further efforts to coordinate planning, and production of the statistics is needed.

The Fiscal year starts 1st of January, which is a problem for some of the work that is related to the crop year, rather than to the fiscal year.

Run and maintain training programme and development plan.

Training programmes and development plans need to be established. A training and advisory committee could be an efficient tool setting yearly targets for competence training. Support is thus needed in human resources development. This can to a great deal be coordinated with INE and will be further explored in the PIM.

Gender awareness

Even if gender issues have been strong within the TIA survey they still are rather weak at MASA. This could be addressed by appointing a gender committee and a gender officer. A gender policy has also to be developed and approved by MASA. Gender disaggregated data should be collected on staffing, training and other bureau activities.

Coordination of the statistical system. INE is the coordinator of the Mozambican national statistical system. The Statistics Law defines the delegated institutions, including MASA and their role in the statistical system in Mozambique. A better coordination of the system is a prioritized issue for INE.

A plan for Mozambican agricultural statistics was compiled in the “Strategy for Agricultural Statistics 2012-2022, Ten-year Master Plan“. Some initial steps have been taken to follow the strategy but the main part of the suggested actions is still to be implemented.

International Cooperation. MASA has during the years been involved in several international cooperation projects. Today there is a lack of a strong cooperation partner and FAO locally does not seem to currently have adequate resources. Because of this FAO has identified partial improvements needed to accomplish the Master plan and divided them in small projects in the hope that donors would be willing to support smaller parts of the improvements needed.

ICT, data management. ICT skills and competence training is needed. The website needs to be upgraded and be more dynamic in an effort to meet user need and business change. Stronger cooperation with INE is recommended. An ICT-policy needs to be developed. With the implementation of an ICT-policy, an information protection policy and a security policy agriculture statistics at MASA should be much better equipped for developing the statistics.

Production processes

There is generally low awareness of statistics among users, a fact which needs to be addressed. Training of users should be considered, especially regarding the contents and quality; and sometimes also concerning the existence of statistics. User needs must also be met; particularly national user needs must be gathered systematically.

The fact that international consultants still play a big role in most of the survey and sample design, as well as questionnaire design, is a problem for MASA and the NSS, especially as little transfer of knowledge seems to have been included in the process. Due to lack of long term support arrangements, the capacity building has been low at MASA.

The field work organised by MASA is also phasing challenges, mainly because of lack of infrastructure at the provincial offices. A positive factor is that there

seems to be few problems when it comes to response rates of the surveys and censuses, almost all households volunteer for interviews.

Data processing is designed per project. A shortage of programmers makes programming at MASA vulnerable.

Analysis in several surveys and censuses are made by external consultants. Hardly any capacity building takes place.

The main tool for the dissemination of statistics should be the website, but for an unforeseen future hard- and softcopies still play an important role in dissemination.

Assessment of products

Statistical products.

Agricultural Censuses

The Population and Housing Census (PHC) provides a complete list of all places and persons, villages and households, and Enumeration Areas (EAs) for the whole country. These lists have been a useful source of information for constructing sampling frames for the census of agriculture and inter-censal large-scale household surveys such as INCAF, *Aviso Prévio* and TIA.

The Mozambique *Census of Agriculture and Livestock (CAP)* is the main source of basic or stock data. It is conducted decennially, and generates baseline data on agricultural holding characteristics, land use, crops, livestock, farming practices, marketing, storage, use of credit, inputs such as seed, fertilizers, chemicals implements and machinery, agricultural labour, storage facilities and use of extension services. It yields indicators that change slowly over time and is conducted by INE in collaboration with the MASA (MINAG).

CAP has been carried out twice, CAP I in 1999/2000 and CAP II in 2009/2010. The Population and Housing Census (PHC) is used as a frame for CAP and about 36 000 agricultural households are selected to take part in CAP.

Agricultural Statistics Surveys

Agricultural surveys are the main source of current agricultural data for all food crops, most livestock and some cash crops. The data relates to performance indicators of the agricultural sector which change more rapidly than basic data. The key indicators derived from agricultural surveys include; input supplies, planted area by crop, crop yield and production, livestock production, crop and livestock marketing and agricultural prices. The main agricultural survey is the annual Integrated Agricultural Survey (IAI, formerly TIA)

Within the Ministry of Agriculture the main Directorate that produces official agricultural statistics is the Directorate of Economics (DE), which coordinates with other Directorates such as the National Directorate of Agricultural Services (DNSA), the National Directorate of Veterinary Services and the Institutes of Cashew and Cotton

The Department of Statistics at the Directorate of Economics is responsible for the TIA as well as for the Agricultural Market Information System (SIMA). The National Directorate of Agricultural Services (*Direcção Nacional de Serviços Agrários* (DNSA)), provides a forecast of crop production through their

Department of Early Warning. These are outlined further below. The TIA and the Aviso Previo have now been formally integrated and called IAI (Inquérito Agrária Integrado), the Integrated Agricultural Survey..The two surveys have been merged into one survey carried out in two phases.

Annual Agricultural Survey (*Trabalho do Inquérito Agrícola – TIA*)

TIA has been conducted in 1996, 2002, 2003, 2005 and 2006, 2007, 2008 and 2011-2014. No survey was conducted in 2004 due to Presidential and Parliamentary elections. There was also no survey in 2009 or 2010 because of the CAPII. The latest three “TIAs” have been made under the name of IAI which is the Integrated Agricultural Survey.

The two main objectives of TIA are: to collect data on agricultural production, area cultivated and livestock; and to collect rural household data on indicators for use by the PARP, PROAGRI and now PEDSA. Periodically additional socio-economic characteristics are collected for more in-depth studies of the relationship of agricultural production of farm households and poverty status, and other issues related to policy analysis. The TIA is considered the most reliable source for long term poverty data in Mozambique.

The TIA questionnaire each year is adapted with input from the main data users at the Ministry of Agriculture to ensure that the needs for data analysis are being met. In 2002 and 2003, out of 128 districts, 80 were sampled for TIA. Starting in 2005, the sample was increased to 94 districts. The end result was an increase in the number of small and medium agricultural households interviewed from 4,935 (2003) to 6,248 (2006).

Beginning in TIA 2006, all data entry was completed in the field. This included double entry of data, generation of an error list and review of results so that any inconsistencies were resolved expeditiously in the field. This improves the timeliness of the availability of the clean data files that can be used for generating the priority tables on crop and livestock production and other indicators where the timing is critical.

Crop Forecast Survey (*Aviso Prévio*)

In order to provide forecasts and preliminary crop estimates, the Department of Early Warning undertakes a Crop Forecast Survey (*Aviso Prévio*) which is designed around three field visits to sample farms. The first visit in December - January is right after the planting of the crop to check crop progress, measure fields and select two 7-meter square plots for crop cutting. The second visit in February – March is scheduled to check the status of the crop. The third and final visit in April - May is for crop cutting in order to estimate yield rates.

The original sample design was for 24 farms in 3 districts in all 10 provinces. Each year 3 new districts were to be selected in the *Aviso Prévio* sample for each province. Field data collection involves central, provincial and district personnel. Organisation of the statistical data collection carried out by MASA is described in appendix 6.

The crop forecast survey is since 2011 integrated in the IAI.

5.3 A list of identified limitations and problems involved in the production and use of agricultural statistics quality related to a possible cooperation project

5.3.1 User needs

Agricultural statistics is needed by users for evidence-based policy and decision-making. This includes needs for planning, monitoring and evaluating national policies and programmes for example food security programmes, compiling national accounts and research. The private sector and farmers also require timely and accurate data for making informed investment and marketing decisions.

The users have different needs concerning timeliness and content of the statistics. There is a need for forecasts or timely first estimates of the production of vegetables in order to make food-balance sheet and monitor food-security. There is also a need for accurate final data for national accounts and planning. The users also expressed needs for one final official figure as an output from the statistics.

The users felt that there needs were not met:

- The forecasts were believed to have accuracy problems, due to practical and methodological difficulties (and also due to lack of metadata making the users uncertain of the meaning of the numbers)
- The final estimates from IAI had not been published for the reference years 2013 and 2014, i.e. final production data from the year 2012 are the last disseminated figures
- The CAP 2010 did not disseminate results on production and inputs.
- Need for data on district level where not met.

This concludes that challenges in the system are to:

- Improve the quality in the forecast
- Plan, build, finance and prepare for the entire production process including dissemination, so that collected data can be disseminated as planned
- Rebuild confidence in the agricultural statistics
- Make sure that the CAP include production and input data
- In some cases there seemed to be a discrepancy between what statistics is possible to produce with the resources at hand and what the users require. I.e. it is a challenge that the users have unrealistic needs for example for statistics on district level.
- Users also need to deepen their understanding of the quality of the statistics and the limitations of what it can be used for

5.3.2 Organisation of the production of agricultural statistics

The Directorate of Economics (DE) has the formal mandate to coordinate all the statistical activities within the Ministry of Agriculture and the subordinate institutions, but at this stage this function is only partially accomplished. There is currently an overlap in the functions of the DE and the National Directorate of Agricultural Services (DNSA), based on the official mandate for these two directorates. See Appendix 4 for the organisational chart of MASA.

This situation creates several problems:

- It appears that there is overlap in the data and statistical information collected
- There is a risk that available resources including manpower and financial resources are duplicated and spread thinly across units
- capacity building and sustainability issues become elusive when the function for agricultural statistical information is parcelled the way it is
- There is no inter-institutional/agency oversight committee to validate the statistical data.
- The exercise of statutory oversight and technical backstopping by INE becomes difficult, even if this has improved during the last years

5.3.3 Methodological issues

There is a shortage of trained statisticians with methodological skills at MASA. The same situation exists in INE which probably should be addressed in conjunction, taking advantage of the National Statistic School. Currently the agricultural statistics rely on external consultants for sampling and analysing data.

The statistical capacity within the SEN (sampling, questionnaire design, non-response, data entry, data processing, analysis, dissemination as well as a good knowledge of UN Fundamental Principle of statistics) needs to be improved and better distributed between the producers within the system.

The crop-cutting method for forecasting is expensive and logistically difficult to execute.

Data from other units within MASA, for example data on cattle in the vaccinating programme, is not used in a systematic way for improving the statistics at MASA. According to Master plan, the data from livestock counting should be used mostly for operational and planning purpose at district level while data on livestock from Agricultural census and annual agricultural survey to be used for official statistics. However, this should be further investigated. The measures in the agricultural master plan are focused on improving the current methodology of producing statistics. Since some methods seem costly and difficult to maintain more fundamental changes might need to be considered.

For example the investigation of new methods for data collection, area sampling (grids), satellite images, expert panels, panels of farmers, cooperation with the INE household surveys, etc.

It is also a challenge to systematically evaluate the last CAP regarding lessons learned to avoid repeating shortcomings in up-coming CAP.

5.3.4 Content

The user needs of agricultural statistics vary. It is therefore a challenge to determine National Priorities and assess what is possible to do with the resources at hand. For example it seems unrealistic to aim for data on district level in other surveys than CAP.

It is a challenge to not plan for collecting more data than really could be processed, analysed and disseminated.

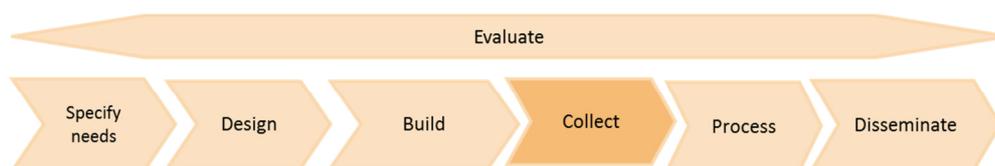
MASA and INE needs to build trust in the next CAP and secure that results from next CAP concerning production data and input data will be disseminated and that the CAP really supplies information on both production and inputs.

For the annual agriculture survey basic key data should be collected. Defining these indicators should be done in collaboration between producers and users.

Co-ordinating the content of the agricultural surveys with the content of other surveys for example INCAF or further co-ordination with the population census needs to be carefully assessed in order to clarify the possibilities.

5.3.5 Summary

The findings can be summarised by the General Statistical Business Process Model (GSBPM) developed by UN and the Conference of European Statisticians Steering Group on Statistical Metadata and currently under implementation at INE. The model describes and defines the set of business processes needed to produce official statistics. It provides a standard framework and harmonised terminology to help statistical organisations to modernise their statistical production processes, as well as a way to share methods and components.



Our findings during the mission indicates that the phases of specifying needs i.e. to prioritize what statistics is possible to be produced with given resources needs to be improved. In designing of surveys and building the tools needed MASA and INE are still dependent on consultants. The collection phase is expensive but one advantage is that computer assisted personal interviewing (CAPI) is used. Another advantage is that MASA has a regional organisation at province and district level that can be of help for the collection of data.

For the previous surveys all collected data has still not been disseminated. This indicates that further development is needed not only in the phase of processing data but also in the design and build phases. The channels of disseminating are weak and need improvement.

5.4 The main constraints in the implementation of PDEA identified;

One concern is why the Ten-year Master Plan for Agricultural Statistics for Mozambique 2012-2022 (PDEA) not has being been fully implemented. The main reasons for not implementing the Master Plan seem to be:

- *Inadequate co-ordination at all levels*
- *Inadequate statistical capacity*
- *Inadequate expertise/projects from donors*
- *Unrealistic goals*
- *Inadequate process- structure MASA/INE*

5.4.1 Inadequate co-ordination at all levels

The directorates at MASA act very independent from each other and coordination within the ministry is still weak concerning the production of agricultural statistics. Minor steps have been taken towards better coordination but a lot remains. The Annual Agricultural Survey (TIA) and the Forecast Survey (Aviso Prévio; Early Warning) have since 2011 been merged in the Integrated Agricultural Survey (IAI) but in the organisation the two surveys are still done separately, by two directorates (DE and DNSA). When discussing with different units regarding TIA and IAI during the mission it was difficult to get a clear picture on what cooperation was planned and what cooperation already is put in place.

Furthermore, statistics on cattle is collected by a third directorate (DNV), but is not considered as “official” statistics.

Data and statistics are also collected by the semi-independent institutes under MASA; the Cotton, Sugar, Tobacco and Cashew Institutes.

Direct coordination within the NSS regarding agricultural statistics is limited to the agricultural censuses (each 10 years), where MASA and INE jointly undertakes the operations. The annual agricultural surveys are carried out by MASA with weak coordination or cooperation with INE. The INE has however been involved in all the planning of agricultural statistics and the elaboration of the Master Plan and staff from MASA is also participating in training organized by INE. INE staff is involved in the supervision exercise of the annual agricultural surveys.

5.4.2 Inadequate statistical capacity

The statistical capacity in MASA is still not good enough considering the process of producing agricultural statistics. Shortcomings especially regarding sampling, analyses and dissemination are obvious.

5.4.3 Inadequate expertise/projects from donors

The support by external experts has been insufficient and irregular. When experts have been available they have come for short periods of time and hardly any transfer of knowledge have occurred. Nevertheless the existence of long term cooperation with MSU for technical assistance in some critical areas such as sampling has been crucial for MASA and agricultural statistics.

5.4.4 Unrealistic goals

Considering current financial and staff resources for agricultural statistics the goals look unrealistic. It will not be possible to produce all data that is planned. It is essential to define key statistics to produce by having a better cooperation with users. Definition of priority core indicators must be done. After a successful production of basic core indicators the statistics can expand given the available resources.

5.4.5 Inadequate process- structure MASA/INE

A better organised work structure would make it easier to rationalise the work and limit the workload. Applying a process structure is a way of detecting gaps

and quality deficiencies. The General Statistical Business Process Model (GSBPM) have been used to conduct a self-evaluation to understand in what parts of the processes the strengths and shortcomings are located and consequently address them effectively.

6 Conclusions and areas of possible support

Mozambique is a developing country. This means that financial resources for statistical production are limited. The appropriations from the Government budget that MASA receives do hardly cover the costs for the planned operations concerning agricultural statistics. Parts of the survey costs are funded by the donor community. Each donor works according to its own agenda, which makes it necessary to further strengthen the donor coordination in order for MASA to lead the statistical operations. However, during the last years since Italy and Denmark left there has not been any strong international partner for MASA regarding conducting the agricultural surveys.

Furthermore, MASA lacks the capability to by itself manage the agriculture statistics within the Mozambican statistical system due to its low number of trained staff. Survey management skills need to be developed at MASA and this includes all steps from planning to dissemination (capacity building).

Another obvious constraint is the infrastructure at MASA, particularly related to the head office in Maputo (and possibly also the provincial offices); premises and IT-resources such as, servers, switches, UPS, ACs, laptops, website etc., but also generators and vehicles need urgent upgrading.

This fact finding mission sees possibilities for a successful cooperation project between Statistics Sweden and MASA, where sustainability should be the key word for the activities. A framework for such cooperation could preferably be part of a comprehensive support program to Mozambican agricultural statistics and possibly channeled through the ongoing general support to INE.

The long-term sustainable statistical capacity building at MASA within the statistical system should be the main responsibility of the cooperation project funded directly by Sida. The objective of the project would be to assist MASA to become a reliable producer of agriculture statistics. The aim is also to make Mozambique capable of producing agricultural statistics without support from international consultants.

The overall main objective of the institutional cooperation is to support the implementation of the ten-year master plan 2012-2022 (the Strategy) with a focus on long term capacity development.

As both the statistical activities and the infrastructure at MASA will have an impact on the capacity building part of the support, the capacity building project should be able to advise also on use of possible funds for these purposes.

If the support to Mozambican agricultural statistics could be organized in this way the transformation of MASA into a strong producer of official agricultural statistics would be beneficiary for all, both international (as part of the SADC region, African Union and United Nations) as well as national users of agricultural statistics.

For the capacity building which should aim at transforming MASA to an independent strong organization producing agricultural statistics with skilled

well-trained staff, training is one important component, where on-the job training should be the main method. The training of staff should be given on central and possibly provincial levels.

The needs for support to develop the agriculture statistical are considerable.

According to findings at interviews and meetings at MASA, priority should be given to:

- **Organisation**
 - Gather the production of all agriculture statistics into one Directorate, for example a National Directorate of Agricultural statistics with working groups addressing the specific subject matter departments
 - Deepening the collaboration between INE and MASA, (sampling and dissemination)
 - MASA needs to enhance its organizational capacity, e.g. management issues, program for HRD
 - Appoint a special statistical technical quality evaluation committee together with the INE for quality check of the statistical data before dissemination
 - Evaluate the experiences from previous co-operations INE/MASA – MASA/SCB
 - Investigate the possibility to have more field staff permanently employed to avoid temporary staff (To be carefully evaluated together with INE)
 - Explore integration or coordination with other surveys (for example INCAF at INE)
 - Human resources strategy for recruiting and training of staff (Capacity building)
 - Donor coordination for a more cost-effective use of scarce resources
- **Content**
 - Determining National Priorities. Each country has to decide and select which core items to include in its national system.
 - Decrease and prioritise the statistics produced to feed a set of basic core indicators, which in the future could be extended when the production processes are well-functioning.
 - Quality of statistics (timeliness (frequency, production time, punctuality), analyses and dissemination and storage of statistics)
 - Secure that results from next CAP concerning production data and input data will be disseminated
 - It is unrealistic to aim for data on district level in other surveys than CAP
 - CAP needs to supply information on production and quantity on inputs
- **Methodology**
 - Training in statistical methodology using GSBPM as a starting point
 - Training in survey management and survey methodology
 - Review the entire current methodology regarding data collection
 - Investigate using new methods for data collection, area sampling (grids), satellite images, expert panels, panels of farmers

- Examine carrying out light annual surveys year 1, 2, 3, 4, 6, 7, 8, 9. Extended survey year 5 and census year 10. The light should just collect basic key data.
- There is a need for agriculture statistics to develop statistical capacity, (sampling, questionnaire design, non-response, data entry, data processing, analysis, dissemination)
- At least one sampling expert should be available within the Agricultural Statistics System or at least two experts within the National Statistics System
- There are now severe problems with timeliness that needs to be addressed as one of top priorities
- Overall quality assurance needs to be improved (in cooperation with the INE)
- Examine using cattle data from Veterinary unit as official statistics
- Evaluate the last CAP regarding lessons learned to avoid repeating shortcomings in up-coming CAP
- Explore the possibility to use administrative data instead of costly field work data collection and make this administrative data acceptable to the INE Territorial Statistics
- **Users**
 - There is a need to establish a user/producer group, consisting of main stakeholders
 - Develop dissemination and website, including an easy available database solution
 - Monitoring and Evaluation of PARP and PEDSA
 - Input for Food Security Assessments
 - Input for National Accounts
 - Training of users in finding, understanding and analysing statistics. Users both within and outside of the MASA.

A more specific outlined cooperation project will be given in a coming Project Identification Mission (PIM).

Success-factors for a cooperation project between MASA and Statistics Sweden are:

- One directorate for official agricultural statistics at MASA
- Decision on core agricultural statistics
- Budget means allocated and available for the entire agricultural year
- User-producer group (find and prioritise needs)
- Technical evaluation committee

A possible start of a cooperation project could be the second half of 2016, considering the Sida development cooperation budget. This will give Statistics Sweden, MASA and INE quite a long period of planning the cooperation. The cooperation project should be long-term, with a first phase lasting 4-5 years. At least two long-term consultants should be stationed in Maputo at MASA, in

order to facilitate the extensive capacity building needed and coordination with the rest of the NSS.

The next step in the preparation and outline of the cooperation is to carry out a PIM. This has preliminary being planned for two weeks, tentatively in October. The results of the PIM would form the contents of a statistical cooperation project to be submitted to Sida by the potential cooperation partners MASA and Statistics Sweden.

Appendix 1. Terms of reference

for a short-term mission on

1st PROJECT IDENTIFICATION MISSION BY STATISTICS SWEDEN TO THE MINISTRY OF AGRICULTURE AND FOOD SECURITY IN MOZAMBIQUE

4 – 12 May 2015

within the

**AGREEMENT ON CONSULTING IN INSTITUTIONAL CAPACITY
BUILDING, ECONOMIC STATISTICS AND RELATED AREAS
between INE and Scanstat.**

Consultant(s): Leif Norman SCB and Ann-Marie Karlsson

Counterpart: Cirilo Tembe Director of DICRE at INE, Aurelio Mate and Domingos Diogo DE Statistics at Ministry of Agriculture and Food Security

1. Background

The demand for quality agricultural statistics, timely available and accessible to various categories of users, has increased considerably in recent years, at the same time as it has turned to be increasingly sophisticated. This is due to several factors, among which are: (i) A continuous search for data and statistical information of quality by government agencies; (ii) The increasing demand for statistics on agriculture and food security by regional and international organizations as well as bilateral cooperation agencies within Mozambique; (iii) The increasing demand for data by domestic and foreign investors who want to invest in the country; national and international NGOs also has shown the need for more data; the scientific community including senior researchers and data analysts, students (and in some aspects even the general public) are seeking data for scientific and academic research.

The Master Plan of Agricultural Statistics of Mozambique (PDEA) was approved by the Statistical Council in 2011. The plan fits well into the Global Strategy for Improving agricultural statistics and the overall Strategic Plan of Agricultural and Rural Statistics. These plans are establishing a robust management frame for agricultural statistics until 2022, phased in three stages (2011-12, 2012-17 and 2017-22) indicating the main statistical operations to be carried out in the country, their planned costs, and the products to be obtained, among other things. The plan is oriented for integration with the National Statistical System (NSS).

A particular aspect highlighted by the PDEA is the need for the Government to provision adequate resources (human, financial and material) for the statistical activities, establishing a necessary institutional capacity that includes, in addition to infrastructure, the capacity building of national experts for the production and dissemination of agricultural and rural statistics high-quality, as well as on food security.

The Directorate of Economics (DE) at the Ministry of Agriculture and Food Security (MASA) has by the National Statistics Institute (INE) been delegated

the powers of producing official agricultural statistics through its Department of Statistics. DE is however recognizing the existence of gaps and weaknesses in the statistical area and have therefore requested the Swedish Embassy to support the modernization and strengthening of the capacity to produce agricultural statistics and food security information of quality to be widely distributed to the users. The request has been given that Sweden due to the fact that it already has supported Mozambique in the area of agricultural statistics and still is supporting the National Statistical System. Another crucial part of technical assistance is to support the strengthening the technical capacity of national staff, increasing their skills of producing statistics of quality through training, both producers and users. It has therefore been agreed that the Swedish Embassy, using Statistics Sweden, will send the MASA two missions. The first one to assess the situation and the second to elaborate a possible Cooperation Project between MASA and Sweden.

Thus, here are the principal objectives of the first mission:

2.1. General Objective:

To make a general assessment of the state of development of agricultural statistics in Mozambique, identifying needs and assessing the existing statistics in relation to the identified needs in order to evaluate the possibility to design a project with a timespan on 3-4 years focusing on what actually can be done to strengthen the statistical capacity of MASA and its users within the National Statistical system of Mozambique.

2.2. Specific objectives:

1. Do a strategic analysis and assess the situation regarding agricultural statistics and food security information in the country using previous work and documentation done by MASA and others, by:

- (i) Identifying the main needs regarding agricultural statistics, in data, periods and data usage;
- (ii) Evaluate and give a “second opinion” on the possible constraints seen in the implementation of the PDEA;
- (iii) Identify existing resources, capabilities and possible synergies with FAO and other national and international partners, as well as the limitations and problems hampering the production of timely statistics of quality. And relate that to a possible support project.

2. Identify areas of possible cooperation between Sweden and MASA in the area of statistics by:

- (i) Assessing the needs for improving agricultural statistics established above
- (ii) Relating this to the capacity of Sweden to assist in designated areas

3. Expected Results

1. A analysis and diagnosis at strategic level of the situation of agricultural statistics in the country, identifying areas that need to (and could) be supported by the project;
2. A list of identified limitations and problems involved in the production and use of agricultural statistics quality related to a possible cooperation project;
3. The main constraints in the implementation of PDEA identified;
4. An overview of list of existing capacities, resources and limitations.
5. A report in English and Portuguese and an executive summary in Portuguese with key findings and recommendations to be presented at the end of the mission.

4. Tasks to be undertaken by consultants

- Desk study using existing documentation (see annexed list).
- Interviews with representatives of 2-3 selected producers of statistics chosen by MASA.
- Interviews with selected MASA partners. For example Michigan State University, FAO and the World Bank;
- Make a strategic analysis and assessment of received information resulting in a set of possible project goals for a possible cooperation between Statistics Sweden/ Swedish Board of Agriculture and MASA;
- Report Writing

5. Time for the first consultancy mission

It is anticipated that the first mission of project identification is to take place from 20 to 24/4 2015 (Proposal);

6. Composition of the consultancy mission

2 consultants, one from Statistics Sweden and one from the Swedish Board of Agriculture.

At least one of the consultants should

- Be familiar with the production of statistics and in particular agricultural statistics in Africa
- Have good knowledge of the Global Strategy of Improving Agricultural Statistics
- Have a good insight in the work of FAO and other relevant international organizations dealing with agriculture
- Be familiar with the way Statistics Sweden and the Swedish Board of Agriculture are managing their cooperation projects
- Have working knowledge in Portuguese or Spanish

7. Costs: To be determined

8. Operational language: Portuguese and English

9. To be done by MASA before the mission:

1. Produce final ToR for the mission
2. List, and before the mission make accessible, all relevant documentation Plans, Reports and Evaluations produced by MASA and others.
3. Produce a List of main producers of Agricultural Statistics, including a short summary of their status regarding statistics
4. Produce a List of main users of Agricultural Statistics a short summary of their status regarding statistics
5. Organize a preliminary agenda for the one week mission, including preparation of visits to relevant institutions.

Appendix 2. Contacts and references

Embassy of Sweden, Maputo

www.Swedenabroad.com/Maputo

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Cirilo Tembe, Director of DICRE at INE

Alda Rocha, INE

Lars Carlsson, Resident LTA for SCB, Scanstat

Ministry of Agriculture and Food Security

<http://www.minag.gov.mz/>

Ministério da Agricultura

Address: Praça dos Heróis Moçambicanos, Maputo, CP 1406, Mozambique

Aurelio Mate, Statistics Department, Directorate of Economics

Domingos Diogo, Statistics Department, Directorate of Economics

Reference literature:

A TEN-YEAR MASTER PLAN FOR AGRICULTURAL STATISTICS FOR MOZAMBIQUE – (2012 – 2022)

(Plano Director de Estatísticas Agrárias – PDEA)

INE and MASA, 2011

PLANO ESTRATÉGICO PARA O DESENVOLVIMENTO DO SECTOR AGRÁRIO (PEDSA) 2011-2020

MINAG 2011

Autodiagnostico Final 240215dd

INE, MASA

Brainstroming

MINAG ASDI FAO Scanstat GSBPM Larsdd

A Note on Information Systems in Mozambique (informal document)

Channing

“CountrySTAT PARA PAÍSES DA ÁFRICA SUBSAARIANA”, Mocambique RELATÓRIO PANORAMA I

FAO, Maputo, March 2012

“CountrySTAT PARA PAÍSES DA ÁFRICA SUBSAARIANA”, Mocambique RELATÓRIO PANORAMA II

FAO, Maputo, July 2014

HIGH LEVEL STAKEHOLDERS MEETING ON GLOBAL STRATEGY

Developing Sector Strategic Plans for Agricultural and Rural Statistics – The case of Mozambique

Camilo Amade, INE com o parceira de MINAG, Rome, 04-12-2012

Exemplo do MINAG dum SWOT FOFA por processo v20150211

MINAG

Global Strategy to Improve Agricultural and Rural Statistics

World Bank, FAO and United Nations; September 2010

Guidelines for Assessing Country Capacity to Produce Agricultural and Rural Statistics, FAO

Strategic Plan for Agriculture and Rural Statistics (SPARS), FAO

Action Plan for the Global Strategy, FAO

Website of INE (www.ine.gov.mz)

SEN Strategic plan 2013-2017

Autodiagnostico v4- QFinal240215dd

Appendix 3. Draft Work Program

for the Fact Finding Mission of Mr. Leif Norman and Ms. Ann-Marie Karlsson
Estatísticas Agrárias :1ª Missão exploratória do Projecto

Consultores:

- **Leif Norman**, Statistics Sweden (SCB)
- **Ann-Marie Karlsson**, Swedish Board of Agriculture

Chegada: 4 Maio às 10:50

Partida: 12 de Maio às 15:40

Proposta do Programa de Trabalho

Date	Actividade
2ª Feira- 04/05/2015 14:00H-15:30H	Tadel Reunião ntrodutoria com INE Apresentação do SEN e Coordenação com MASA ***
3ª Feira– 05/05/2015	Manhã : Encontro com a Embaixada Sueca e FAO Tarde: Encontro com MASA <ul style="list-style-type: none"> • Encontro com o Director de Economia • Encontro com o DEST <ul style="list-style-type: none"> - Atribuições do Departamento - Plano Director de Estatísticas Agrárias - Realizações do Departamento (incluindo Inquéritos): Sucessos e desafios
4ª Feira – 06/05/2015	Todo o dia: Manhã Trabalho no INE com a DESE e DCNISE (separado): <ul style="list-style-type: none"> • Experiência do CAP e de Coordenação Estatística; Uso de dados para Contas Nacionais Tarde: <ul style="list-style-type: none"> • Encontro com MASA: DNSA e DESE Trabalho de Gabinete
5ª Feira - 07/05/2015	Manhã: <ul style="list-style-type: none"> • Encontro com MASA Algodão, CEPAGRI (Nos locais) Tarde: Trabalho com MASA: SETSAN; : DNSV, Trabalho de Gabinet
6ª Feira – 08/05/2015	Manhã: Encontro com utilizadores e parceiros (MSU,UEM (na UEM), MEF Tarde: Trabalho com MASA- DEST

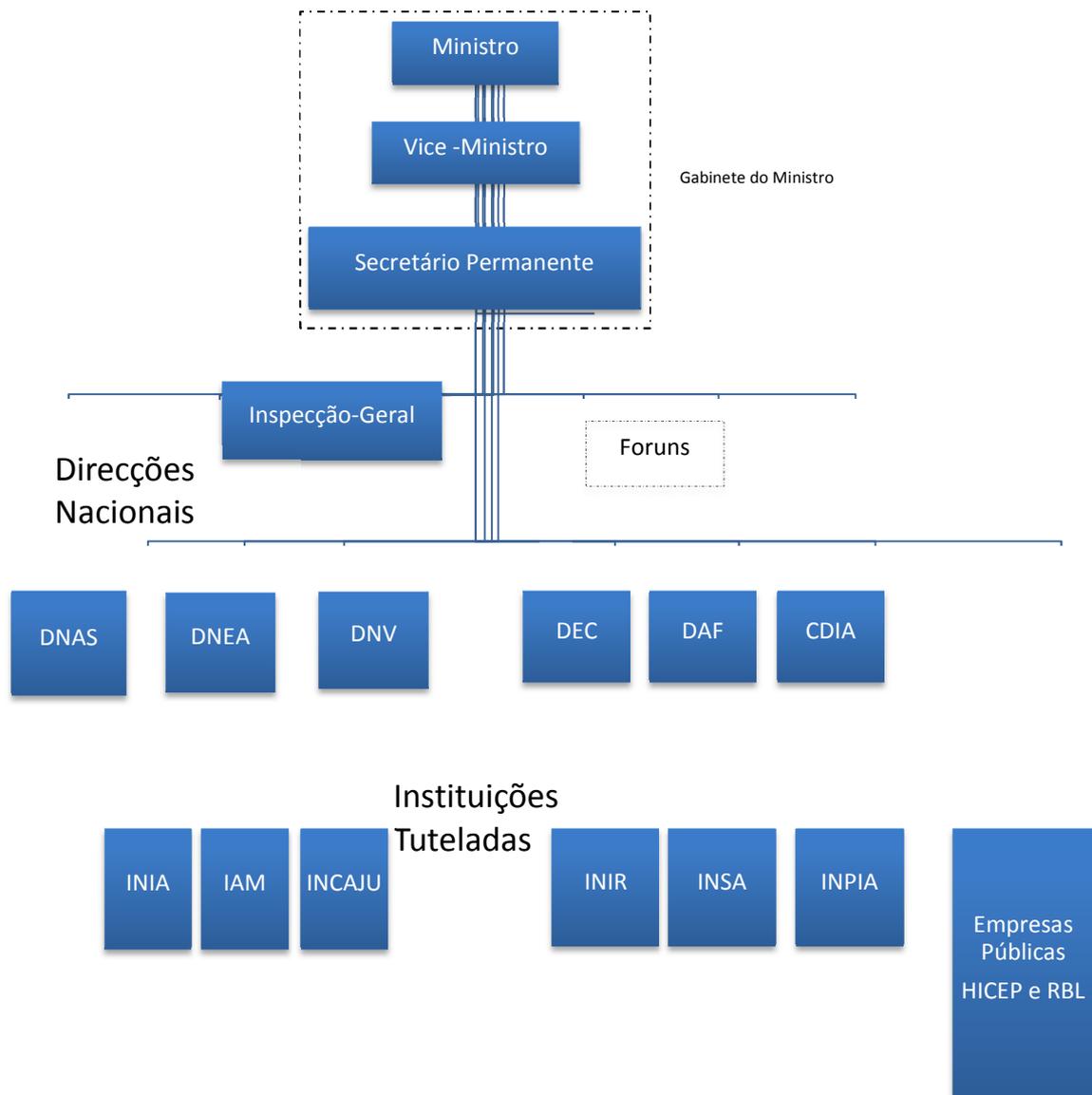
2ª Feira – 11/05/2015	Manhã: Trabalho de Gabinete- Consultores Tarde: Apresentação do Relatório Preliminar com principais constatações ao MASA e INE- Na DE
Tuesday – 12/05/2015	Partida

***MASA (Mozambican Ministry of Agricultural and Food Security)

Abreviaturas:

- DE- Direcção de Economia- Directorate of Economics, MASA
- DESE- Direcção de Estatísticas sectoriais e Empresas
- DEST- Departamento de Estatística;
- INE- Instituto Nacional de Estatística
- DNSV- Direcção Nacional dos Serviços Veterinários
- SETSAN- - Secretariado Técnico de Segurança Alimentar e Nutricional

Appendix 4. Organization Structure of MASA



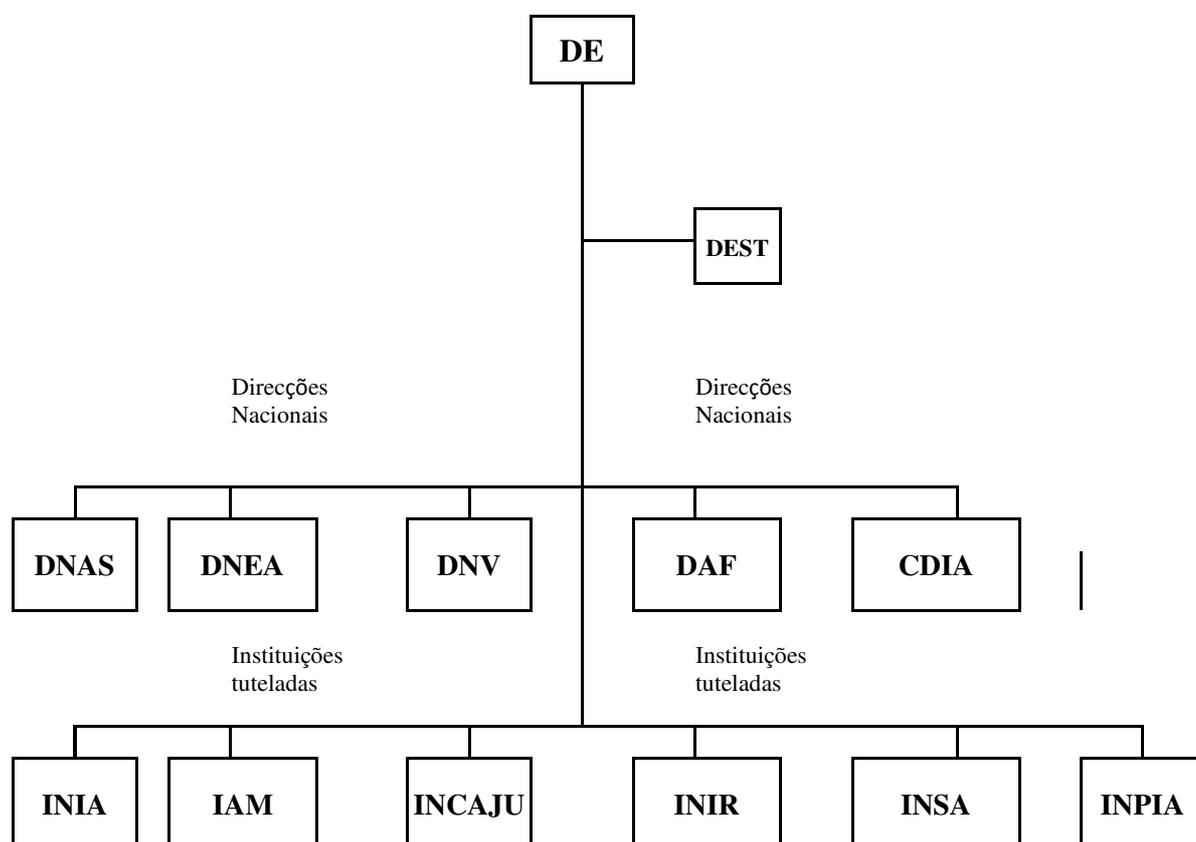
Direcções Nacionais

1. DNAS Direcção Nacional de Agricultura e Silvicultura
2. DNEA Direcção Nacional de Extensão Agrária
3. DNV Direcção Nacional de Veterinária
4. DEC /DE Direcção de Economia Agrária e Cooperação
5. DAF Direcção de Administração, Finanças e Recursos Humanos
6. CDIA Centro de Documentação e Informação Agrária

Instituições Tuteladas

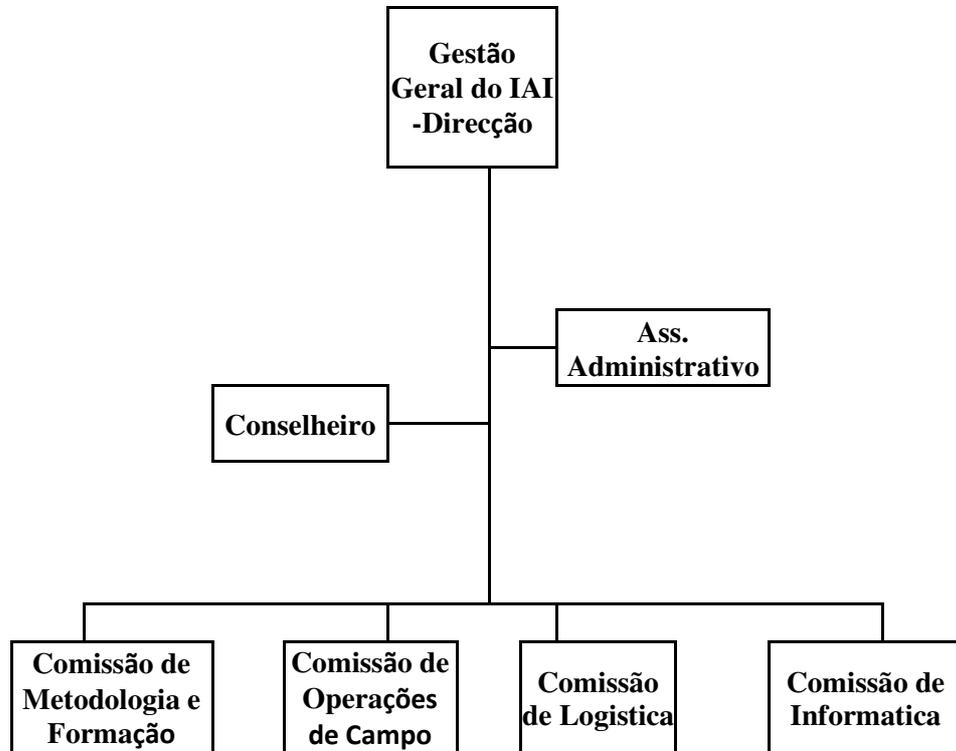
7. INIA Instituto Nacional de Investigação Agrária de Moçambique
8. IAM Instituto de Algodão de Moçambique
9. INCAJU Instituto de Fomento do Cajú
10. INPIA Instituto Nacional de Promoção de Investimento Agrário
11. INSA Instituto Nacional de Segurança Alimentar
12. INIR Instituto Nacional de Irrigação
13. HICEP E.P. Hidráulica do Chókwè (Regadio do Chókwè), Empresa Pública
14. RBL E.P. Regadio do Baixo Limpopo, Empresa Pública

Appendix 5. Structure of the Statistical System at MASA



Appendix 6. Organisation of statistical data collection

Central Structure



Provincial Structure

