

Statistics Norway

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Documents

Strategic planning and management in Instituto Nacional de Estatística, Mozambique

Short Term Mission Report,
November 2 - 9, 2000

Introduction

The mission was carried out according to Terms of Reference (appendix 1). A programme of meetings with the leadership, other relevant persons and departments from the National Statistical Institute (INE) and others within the System of Statistics in Mozambique (SEN) had been set up, also Ministries who produces statistics authorised by INE ("Órgãos Delegados").

A first mission within the same area took place 7 - 17 February 2000. The results of that mission represent the point of departure for this mission. These results were presented in a seminar, and included a list of key topics that normally are included in a strategic plan for official statistics and a National Statistical Institute. A list of gaps in the current strategic plans (1998 - 2002) and challenges for the follow up of these plans and daily work were also considered.

The final results from the current mission may be presented and discussed in a seminar during next visit which can take place in 2001. The main output has been a draft proposal for structure and disposition of the next strategic plan for official statistics in Mozambique. Some results have been presented and discussed with INE leadership and some of the "Órgãos Delegados" during this visit.

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

At the end of this report possible issues for a next visit are considered.

Terms of reference

The mission has the following objectives:

- Make a follow up of the recommendations and proposals from the first mission in February 2000
- Give suggestions and ideas to contribute to the strategic plans of SEN/INE 2003 - 2007.

The results of the mission should be:

- Proposal of inputs to improve the work of SEN and INE during the period of next strategic plans
- Ideas and assistance to the formulation of a preliminary version of the strategic plan (2003 - 2007), to be presented and discussed during a seminar with the participants of SEN, members of CSE and other users of statistics (the seminar will take place during the next visit). See appendix 1 for complete TOR.

Outline of work

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

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

Separate plans or policy documents exist on IT, Human resources and Dissemination.

The conclusions from the February mission have been the point of departure for the current mission. Some of the slides used in the February seminar with some additions and revisions have been used to facilitate discussions during this mission.

As mentioned, the mission has included several meetings with representatives of INE and SEN. Emphasis was put on the current situation compared to the existing plans, to better evaluate and understand the importance of bottlenecks and shortcomings in work as described in the February mission. More input to the next planning round have been obtained from INE, SEN and co-operating partners ("Órgãos Delegados") such as the Ministry of Health, the Ministry of Education, the Ministry of Agriculture. The Ministry of Labour and the Ministry of Industry as members of the SEN have also contributed. The Scandinavian Mission Report (so far a draft) on increased co-operation with INE should also be mentioned in this context.

A preliminary or draft proposal for a disposition for the next strategic plan has been set up and is enclosed.

Findings and Recommendations

The next strategic and long term plans must take the existing plans and the status of work compared to these into account. The structure of this chapter reflects this. After having repeated some of the main findings from the February mission, it gives a short summary of the status based on the meetings during the current mission. A consideration on strategic plans versus long term activity plans and the need to set priorities follows. The chapter ends with a draft proposal for the structure of the next strategic plan and considerations on the organisation of the work on the plans. The draft structure of the next strategic plan which is the main output of the mission is given in more detail in appendix 2 (in Portuguese).

Existing strategic plans as a point of departure

In the last mission the existing strategic plans were commented on in relation to issues or checkpoints normally considered in such plans. The overall impression was that the existing plans together cover most of the issues and items normally included in such plans, but to some extent the level of detail goes beyond strategic plans. However, this is natural since the plans also serve as 5 years activity plans. The crucial question is of course how work is proceeding compared to the plans, and some shortcomings were identified. Some of these are related to the lack of proper infrastructure, some to the scarcity of resources (both financial and human resources). This call for strong priorities at the same time as one should work to improve the constraints mentioned.

The conclusions of last mission were summarised in lists of gaps and challenges that are repeated in the following as a background for the current mission.

The possible gaps in the existing plans according to the checkpoints could be:

- Stronger priorities in general
- Reference to major national problems that statistics should enlighten
- A more detailed description of INE duties and privileges according to Statistical Law, including the issue of confidentiality
- More on funding
- Pricing policies
- More on relations to data providers and response quality and burden
- More on how to satisfy user needs (such as how to enhance the use of statistical information in public policy planning)
- A more systematic consideration of technology impact, possibilities and challenges
- Stronger priorities among activities within sector and economic statistics in particular
- Consideration of a more systematic quality approach
- The role of documentation and metadata should be emphasised
- A better description of the role of analyses based on statistics - in and outside INE and SEN.

Some important challenges in the short and longer term were pointed out:

- What now?
 - Infrastructure in general (building/premises, IT, transport etc.)
 - More work on co-ordination within and outside SEN
 - Consolidation and improvements within existing statistics in general
 - User needs and dissemination, separate dissemination plan
 - Documentation and metadata
- Level of ambition for next plan
 - Coverage, point of departure could be political priorities
 - Depth/level of detail - linkage with annual plans
- Constraints
 - Infrastructure (as above)
 - Funding
 - Human resources
- What next? (issues that will be more important 2003 --->)
 - Integrated data collection (such as household survey strategy and integrated collection of data from firms etc.)
 - Administrative registers, electronic data collection and optical reading
 - Internet
 - More quality issues
 - Others of the possible gaps in existing plans listed above

Status in work compared to existing plans

To concentrate on some issues and to aim more directly on the next strategic plans, the people met this time were in particular asked to comment on the following items:

- The current situation in SEN and INE on:
 - Project progress
 - Infrastructure: Informatics, communications, building/premises etc.
 - Human resources
 - Documentation (of statistics, analyses and standards)
 - Routines for planning and follow-up
- The co-ordinating role of INE
 - Co-ordination bodies
 - Agreements (according to The Statistical Act)
 - Meetings
- The relations with main users of statistics
- Need for partial strategies (such as on IT, dissemination/user needs and on statistical areas as economic and demographic statistics)?
- Organisation of work on new strategic plans.

On the first day of the visit the existing INE 5-year plan was considered together with DICRE (Directorate for Integration, Co-ordination and External Relations), to sum up the status now after 3 years of the 5 years period. The current situation was also assessed in more detail in meetings with PE (Economic Statistics) and PD (Demographic Statistics) for the statistics production activities. Some of the planned results have been achieved with no or small delays. This for example concerns the release of publications such as the Statistical Yearbook, Mozambique In Figures, results from the Population and Housing Census and economic statistics like the National Accounts and the Consumer Price Index. It is also the case as regards the work on development of several statistics and harmonisation work. On the other hand some statistics have been severely delayed or work has not started at all. This for example applies to statistics on services, informal sector and environment statistics.

But for several statistics there is a problem of quality (in a broad sense comprising actuality, punctuality, precision due to poor coverage in surveys and registers and non-response, and also to

some extent availability), harmonisation (other institutions might for example publish corresponding but different figures), and documentation. This underlines the importance of horizontal activities such as work on co-ordination (nomenclatures and standards), IT, statistical methods and dissemination. Lack of proper infrastructure and administrative matters (such as problems with accounting and periodicity of funding) also affect the quality of statistics.

This was very much the conclusion from meetings with different ministries ("Órgãos Delegados") and the Bank of Mozambique as well. A lot of statistical activities are going on, for example in the area of education and health statistics. The need for co-ordination, standardisation (common classifications), data quality and development of human resources was underlined also in this context.

However, as written in the draft formulation report from the Scandinavian Mission, INE and SEN has managed to embark on the process of establishing a consistent statistical system despite of all constraints linked to financial and human resources and infrastructure. There should be a sound basis for the next long term planning round.

Strategic plans and long term activity plans

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

The feasibility of operating with 5-years plans on a project level might also be considered. The advantage of this is of course that it is easier to follow up the results than in a pure strategic plan, and a large amount of donor funding might require it. On the other hand strategic issues are less focused, and detailed and concrete planning has to take place on an annual basis anyhow. And even if major foreseen donor contributions like the Scandinavian have a 5 years perspective, the plans for year 3 and onwards are of rather tentative character. While some activities such as censuses have to have at least a 5 years planning horizon, it is often difficult to predict the timing for starting completely new activities on a longer term than 3 years.

This points at a related issue: How binding should a 5 years plan be? It should allow for some flexibility. Delays occur for various reasons (most commonly because of lack of financial and/or human resources) in every country, and often one has to choose between consolidating resources to finish ongoing projects, or spread resources to initiate other projects which are included in the long term plan. A strategic plan giving the direction of development and work will be more unaffected by delays than long term activity plans, and this is also one reason for having a clearer distinction between the strategic plan and the activity plans. There should be only one strategic plan for official statistics (such as "Linhas Gerais") where INE is the main driving force, while the activity plans like the annual plans could be several (for INE, Bank of Mozambique etc.).

Setting priorities

The possibility to follow any plan is affected by the availability of financial and human resources and other constraints. Setting the priorities in the activity plans is therefore a crucial issue. In the case of INE, governmental funding may only cover half of the funding needed to follow the plans, and the gap must be filled from other sources, mainly donor contributions such as the Scandinavian support just being negotiated. INE has to set the priorities for all activities that go beyond the governmental grant, so that it is clear what can be carried out and what cannot be carried out depending on the level of support. This also requires a clarification of what should be covered by the governmental funds.

Draft proposal for the structure of next strategic plan

A preliminary proposal for a disposition for next strategic plan for official statistics in Mozambique was proposed. The main structure is as follows:

- Introduction: Vision, role of SEN/INE and general objectives
- Framework and constraints
 - Laws (in particular Statistical Act)
 - International co-operation and standards
 - Human resources (as a constraint)
 - Funding
 - Infrastructure
- Surroundings
 - Important characteristics of development of society (and areas of policy statistics should enlighten)
 - Users and dissemination
 - Data suppliers and collection of data
 - Integration and external co-ordination
 - Technology
- Main priorities in statistics, such as:
 - Register statistics (also development of registers as a basis for current statistics, for example enterprise register)
 - Surveys to produce basic statistics, national accounts and macroeconomic indicators (price indexes etc.)
 - Statistics for services, public sector and informal sector
 - Environment statistics
 - Demographic, vital and social statistics (including statistics on health, education, labour, social security etc.)
 - Regional (provincial) statistics
- Research and analysis
 - The role of INE and SEN
 - Supply of data for analyses by others, co-operation with universities etc.
- Quality and statistical methods
 - Total quality to satisfy user needs
 - Product quality
 - Process quality
- Organisation, human resources, administration and management
 - Centralisation vs. decentralisation
 - Human resources, administration and management.

A more detailed outline of the proposed content is given in appendix 2 in Portuguese. This outline was revised several times during the visit. More detailed inputs were given in separate papers on main priorities in statistics for both economic and social statistics, as well as for co-ordination and integration. To some extent these papers also include statistics where the "Órgãos Delegados" will be central in the production process. Inputs from these are summed up in a separate paper ("Plano Estratégico do SEN 2003-2007").

The draft disposition in appendix 2 should be further commented upon both by INE and the "Órgãos Delegados" (those we have had meetings with have been asked to do so).

Some of the plans for development of new statistics are quite ambitious. This for example concerns ongoing work to establish quarterly and regional (provincial) national accounts. However, the level of ambition can be adapted to a realistic level by reducing requirements to level of detail and the content of such accounts. There is no doubt a need for presenting indicators to monitor economic development both on a short term basis (in time) and regionally.

The organisation of work with strategic plans

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

Other observations

The discussions covered a broad spectrum of issues, of which some could be mentioned:

- The need to strengthen the co-ordination of statistics in Mozambique (including work on standardisation of definitions and classifications) is both a strategic issue for the next plans and a day to day issue. INE has a good relationship and co-operation on a project level with some ministries ("Órgãos Delegados"), less good with others. Ways of improving co-operation should be considered, for example regular meetings with each or several ministries. In a meeting the mission had with several ministries it was said that it was useful not only to discuss statistics with INE but also with other ministries with overlapping statistical activities or as users of statistics. A National Seminar on Statistics might be considered, possibly on a yearly basis.
- Another co-ordinating problem might be the publication of "non-official" statistics by institutions outside SEN. Often these statistics do not follow standard definitions and classifications used by the international statistical society. The representative of the Ministry of Health mentioned statistics published by the World Bank that were in contradiction to corresponding official statistics. A strengthening of the concept of official statistics according to the Statistical Act is also a strategic issue.
- When developing new statistics such as statistics for informal sector and environmental statistics, definitions and use of existing standards (for classifications) are particularly important (the informal sector for example has to be defined carefully).
- In new possible fields like environmental statistics the role of INE should be to concentrate on natural extensions of existing statistics, in this example that is how population and economy affect the environment by emissions and discharges of pollutants. Expertise in environmental quality (the state of air, water and soil) is found in other institutions which should be responsible for developing statistics on this (it is believed that this is the strategy described by the mission on environmental statistics).
- Since the previous 5-year plan was released, one major policy issue requiring statistical information, the poverty reduction, has evolved and is now high on the Government's agenda. INE has already provided relevant information in this context, and the QUIBB will provide essential monitoring information in the years to come. INE needs to play a central and co-ordinating role to ensure consistency and efficiency of the statistical information needed for the poverty reduction process in the years to come. Hence an important issue for the new strategic 5-year plan is how to ensure this role of INE.
- In development of infrastructure such as IT, existing solutions are often easier to implement than developing systems from scratch, and might be cheaper in the long run even if they are expensive to buy.
- The data base system PC-Axis that is used in all the Scandinavian statistical offices should be mentioned as a possible candidate for a relatively simple common (in INE) system for storing, grouping and retrieving statistics as a basis for dissemination (in publications and on Internet). The system has been developed a lot during the last years, and will next year also have a module for statistical thematic mapping. The system with a Nordic database has been left in INE for demonstration purposes. It has texts in Portuguese (used in Brazil). However, in the short run establishing basic IT functions for INE has to have priority, but such databases should be an issue for the next planning period.

Possible issues for a next mission

The current visit has put emphasis on following up the February Mission, to verify and further consider some of the main issues raised there, and reached a first draft for a new strategic plan headlines.

After more comments on this, a revised version could be discussed during a next mission to take place in 2001. A further clarification on the differences between the overall strategic plan and long term (up to 5 years) activity plans should also be carried out. One of the main purposes of the next mission should be to present the draft proposal in a seminar, to get feedback from a broad group of statistics producers (INE, SEN and others) and possibly users. A next mission could also focus more on the organisation of the work (in INE and SEN) with the plans.

People met

- João Dias Loureiro, Presidente do INE
- Valeriano Levene da Conceição, Vice-Presidente, Estatísticas Económicas (VPINE/E)
- Manuel da Costa Gaspar, Vice-Presidente, Estatísticas Demográficas, Vitais e Sociais (VPINE/D)
- Assa Guambe, Directora da Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Arão Balate, Director da Direcção de Censos e Inquéritos (DCI)
- Luis Mungamba, Vice-Director adjunto da Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Cecilia Rodríguez Bové, Departamento de Integração, Coordenação e Relações Externas (DICRE)
- Alda Rocha, Departamento de Coordenação, Planeamento e Relações Externas (DCPRE)
- Manuela Xavier, Directora da Direcção de Administração e Recursos Humanos (DARH)
- Domingos Mateus Maringue, Chefe do Departamento de Administração e Finanças (DAF)
- Artiel Arnaldo, Chefe do Departamento dos Recursos Humanos (DRH)
- Firmino Alberto Guiliche, Chefe do Departamento de Preços e Conjuntura (DPC)
- António Junior, Departamento de Estatísticas de Bens e Ambiente (DEBA)
- Destina Eduardo Sidónio Winge, Directora de Direcção de Estatísticas Demográficas, Vitais e Sociais (DEMOVIS)
- Alberto Herculano Manjate, Departamento de Estudos Económicos e Estatística, Divisão de Estatística, Banco de Moçambique
- Humberto A. Cossa, Director Nacional, Direcção de Planificação e Cooperação, Ministério da Saúde
- Francisco Filipe Macuacua, Departamento de Informação por a Saúde, Ministério da Saúde
- Gertrudes José Machatine, Ministério da Agricultura e Desenvolvimento Rural
- José de Codes, Pathfinder International (Consultor Ministério da Saúde)
- Ilídio Fernando Buduía, Chefe do Departamento da Estatística, Ministério da Educação
- Constancio Adelino, Departamento da Estatística, Ministério da Educação
- Armindo Mapasse, Departamento da Estatística, Ministério do Trabalho
- Bo Yttergren, Consultor
- Leif Korbøl, Consultor

Appendices

1. Terms of Reference
2. Proposed draft structure for Statistics Strategic Plan 2003 - 2007

Termos de Referência Plano Estratégico do SEN/INE 2003-2007

Objectivos

No âmbito do Projecto de Twinning Arrangement (TA) entre o INE e a SCB da Suécia cujo objectivo geral é o fortalecimento da capacidade institucional do INE, teve lugar de 7 a 17 de Fevereiro de 2000 no INE a 1ª missão de identificação de áreas prioritárias para elaboração do Plano Estratégico para o próximo quinquénio. Nestes termos e para dar seguimento ao trabalho iniciado será realizada a presente missão com os seguintes objectivos:

- *Fazer o «follow-up» das recomendações e propostas da última missão realizada*
- *Propor sugestões e ideias que contribuam para desenhar o plano estratégico do SEN/INE 2003-2007*

A missão vai ser realizada em duas partes, a primeira visita durante 1 – 9 de Novembro e outra mais tarde no fim do ano ou no início do próximo ano.

Resultados a alcançar:

- *Proposta de «inputs» que contribuam para a melhoria da produção, disseminação e difusão de informação estatística nas diversas áreas de actuação a nível do SEN e do INE para o quinquénio 2003-2007;*
- *Dar ideias e ajudar na elaboração da versão preliminar do plano estratégico (2003-2007), documento a ser apresentado durante o seminário com os Órgãos delegados no âmbito do SEN, com os membros do CSE e com outros utilizadores da informação estatística. O objectivo do Seminário é de colher contribuições para o enriquecimento do Plano Quinquenal. O Seminário vai realizar-se durante a segunda visita.*

Metodologia de trabalho:

- *Encontros com a Direcção do INE, com os Órgãos Delegados do INE, com o Banco de Moçambique e com outras entidades públicas e privadas produtoras e utilizadoras da informação estatística.*
- *Organização de um seminário na segunda parte de Missão com:*
 1. *Órgãos do SEN*
 2. *Membros do CSE*

3. Utilizadores da informação estatística

Consultor:

Mr. Hans Viggo Saeboe da Estatística da Noruega

Período Previsto:

- a) 1- 9 de Novembro de 2000
- b) Segundo periodo a acordar com INE

Duração:

Duas (2) semanas em total

Local de Trabalho / acompanhamento

INE-Central /DICRE

Proposed draft structure for Statistics Strategic Plan 2003 - 2007

Estrutura de draft proposta para Plano Estratégico de Estatísticas 2003 - 2007

Disposição principal

1. Introdução: Visão, papel e objectivos gerais

- Visão para a Instituto Nacional de Estatística e Sistema Nacional de Estatística
- Papel de acordo com a Lei Estatística
- Objectivos gerais

2. Enquadramentos e constrangimentos

- *Leis (em particular a Lei Estatística)*
- *Cooperação internacional*
- *Recursos humanos*
- *Fundos*
- *Infra-estrutura*

3. Ambientes

- *Características importantes de desenvolvimento da sociedade (e áreas principais de política nacional que estatística deveria iluminar)*
- *Utilizadores e difusão*
- *Fornecedores e recolha de dados*
- *Integração e coordenação externa*
- *Tecnologia*

4. Figura (fluxograma)

5. Prioridades principais em estatísticas, como

- *Estatísticas baseado em registos administrativos e cadastros (também desenvolvimento de registos como uma base para estatísticas correntes, por exemplo cadastro de empresas e estabelecimentos)*
- *Inquéritos estatísticos básicos, contas nacionais e indicadores macro-económicos*
- *Estatísticas de serviços, sector público e sector informal*
- *Estatísticas ambientais (como uma extensão de estatísticas económicas e demográficas)*
- *Estatísticas demográficas, vitais e sociais (inclusive estatísticas em saúde, educação, trabalho, seguro social etc. e projectos como QUIBB)*
- *Estatísticas regionais (provinciais)*

6. Estudos e análise

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

7. Qualidade e métodos estatísticos

- *Qualidade total para satisfazer necessidades dos utilizadores*
- *Qualidade de produto*
- *Qualidade de processo*
- *Métodos estatísticos*

8. Organização, recursos humanos, administração e gestão

- *Centralização ou descentralização*
- *Recursos humanos, administração e gestão*

1. Introdução: Visão, papel e objectivos gerais

- Visão para a Instituto Nacional de Estatística e Sistema Nacional de Estatística

-Satisfazer as necessidades (de autoridades, empresas, organizações internacionais e o público em geral) para estatísticas oficiais

-Estatística como uma condição prévia para democracia e desenvolvimento económico e sustentável. Referência para áreas principais de política nacional que estatística deveria iluminar (por exemplo exterminação da pobreza, veja parágrafo 3)

-Mencionar os princípios de ONU para estatísticas oficiais?

- Papel de acordo com a Lei Estatística

- Objectivos gerais, como:

-Estatísticas económicas

-Estatísticas demográficas, vitais e sociais

-Aspectos internacionais

-Assuntos de qualidade

A descrição aqui deveria ser curta

2. Enquadramentos e constrangimentos

- Lei Estatística

-Independência

-Direitos

-Deveres

- Outros leis (por exemplo sobre segredo estatístico)

- Cooperação internacional e standardização

-Colaboração internacional

-Assistência técnica

- Recursos humanos

- Fundos

- Fundos do Governo

- Fundos dos doadores

- Outros fundos:

- Projectos (trabalho de comissão)

- Multas

- Vendas

- Infra-estrutura

3. Ambientes

- Características importantes de desenvolvimento da sociedade (e áreas principais de política nacional que estatística deveria iluminar, como exterminação da pobreza e o desenvolvimento económico)

- Utilizadores e difusão

- Quem são os utilizadores?

- Governo

- Autoridades locais

- Educação e pesquisa

- Media e público em geral

- Organizações internacionais

- Difusão

- Descentralização?

- Enquadramento para difusão (regras, rotinas, impressão etc.)

- Internet (e telefone celular), Extranet, CD-ROM

- Bancos de dados

- Preços

- Fornecedores e recolha de dados

- Qualidade dos dados (não resposta) e volume de resposta

-Registos (cobertura, conceitos, classificações e qualidade)

-Aproveitamento de actos administrativos na recolha de dados (exemplo IVA)

-Leitura óptica (exemplo QUIBB no INE)

-Recolha de dados electrónica (incluido CAI)

- Integração e coordenação

-Delegações Provinciais

-Órgãos Delegados

-Outros produtores da informação estatística (produtores internacionais incluídos)

- Tecnologia

-Fluxograma (veja figura)

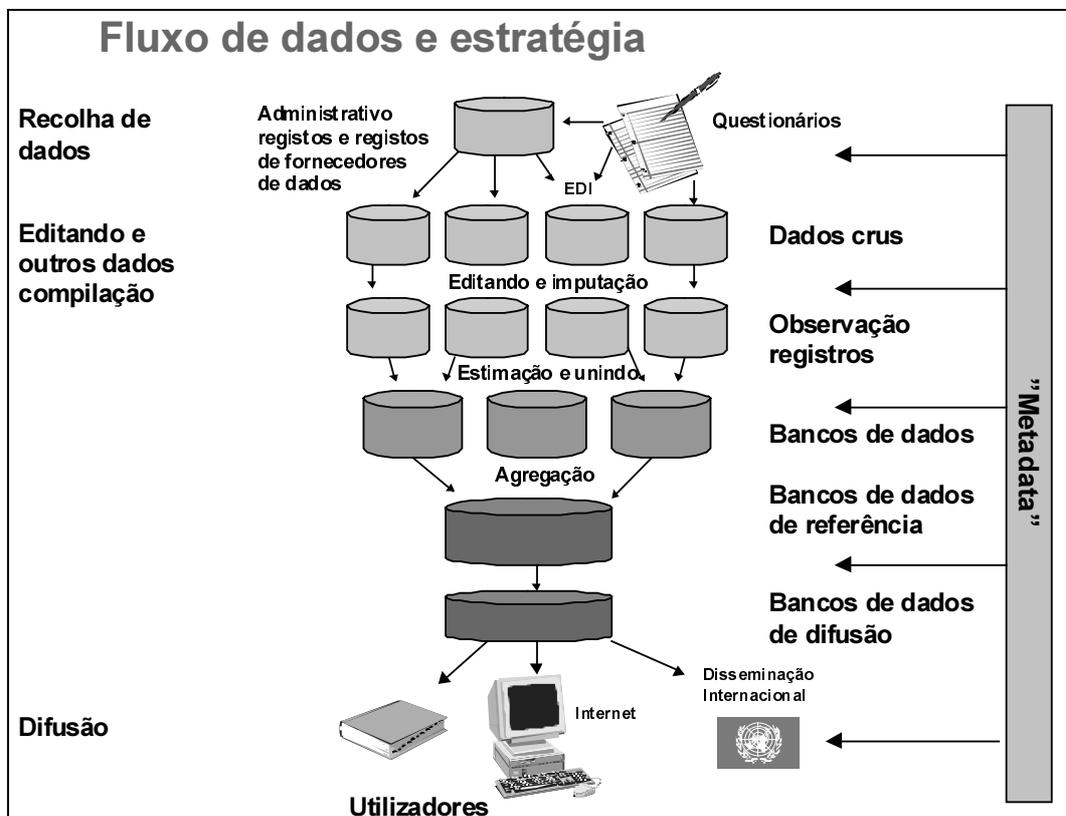
-Estandardização em software e hardware

-Comunicações, em particular Internet (para informação, difusão e recolha de dados)

-Armazém e bancos de dados

-Segurança

4. Fluxo de dados e estratégia



5. Prioridades principais em estatísticas, como:

- Estatísticas baseado em registos administrativos e cadastros (também desenvolvimento de registos como uma base para estatísticas correntes, por exemplo cadastro de empresas e estabelecimentos)
- Inquéritos estatísticos básicos, contas nacionais e indicadores macro-económicos
- Estatísticas de serviços, sector público e sector informal
- Estatísticas ambientais (como uma extensão de estatísticas económicas e demográficas)
- Estatísticas demográficas, vitais e sociais (inclusive estatísticas em saúde, educação, trabalho, seguro social etc. e projectos como QUIBB)
- Estatísticas regionais (provinciais)

O nível de ambição e muito importante nos planos novos. O parágrafo deve ser detalhada de sectores estatísticos (EE/DEMOVIS). É importante priorizar para adaptar actividades aos fundos.

O sector informal precisa duma definição clara.

6. Estudos e análise

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

7. Qualidade e métodos estatísticos

- Qualidade total para satisfazer necessidades dos utilizadores
- Qualidade de produto:

-Relevância

-Actualidade e pontualidade

-Precisão

-Comparabilidade

-Disponibilidade

- Qualidade de processo
- Métodos estatísticos

Assuntos especiais:

- Estandarização
- Documentação (“metadata”)

8. Organização, recursos humanos e administração

- Centralização ou descentralização vs:

-Geográfica

-Sectores (áreas de assunto)

-Infra-estrutura

-Coordenação e desenvolvimento

- Recursos humanos, administração e gestão

-Recrutamento

-Capacitação e treinamento interno e externo (formação de quadros)

-Administração e gestão (incluindo os regulamentos e os conselhos)

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